

Job Description

Job Title: **Head of Performance**

Reports to: **Operations Director**

Grade: **PM3**

Safety Status: **Non-Safety**

Date version agreed: October 2021

1. Job Purpose

To lead the Performance department within WMT to identify and drive structural and day-to-day improvements leading to improvement in the delivery of the train service in support of company and wider industry objectives.

To ensure appropriate management of performance regimes in both the National Rail Contract (or successor agreement) and Track Access Agreement, including leadership of the Delay Attribution (Schedule 8) process and team.

To provide strategic advice to the WMT business in respect of Performance Improvement with the potential to impact future train service performance.

2. Safety Details

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| A. This job requires Security Clearance (e.g. Running of Special Trains) | N |
| B. The job holder is required to hold a relevant Track Safety competence (e.g. PTS) | N |
| C. This is a Safety Critical Work Post | N |
| D. This is a Key Safety Post | N |
| E. Reference to this job is included in the company Safety Certification documents | N |
| F. This job Manages Employees (undertakes specific tasks indicated in the occupational & operational standards manuals) | Y |

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G. This job Manages Locations (undertakes specific tasks as indicated in the occupational and operational standards manuals)	Y
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represent WMT in cross-industry performance matters and other relevant items.

3. Dimensions

A. Financial:

The role is directly responsible for the Performance budget.

The role is responsible for delivery of values contractual performance regimes in the National Rail Contract (or successor agreement) and Track Access Agreement, and certification of appropriate payment.

B. Staff:

Directly responsible for and leads colleagues within the Performance department.

Substantial matrix working with key representatives of other departments.

C. Others:

Carries out senior On Call functions in line with the business requirements.

4. Principal Accountabilities

- Provide strategic and tactical leadership of the Performance team ensuring compliance, reporting and improvement activities within the team are carried out in a timely and accurate manner.
 - With the Operations Director, define the performance strategy and identify business and performance targets for all departments.
 - Develop and promote the performance culture within WMT.
 - Develop and deliver high quality performance information in support of WMT's business objectives.
 - Ensure all appropriate teams within WMT identify and deliver plans that will improve the performance of the train service.
 - Drive up standards of performance risk awareness and management.
 - Liaise with internal stakeholders to develop continuous improvement to the day-to-day delivery of a high performing train service.
 - Liaise with external stakeholders to ensure business requirements are met, to improve train performance and so that WMT plays an active part in industry performance improvement schemes including PIMS and RM3P.
 - Explore internal and external opportunities for innovation that will drive better service delivery, utilising owner group resources and the Industry Knowledge Hub as a minimum.
 - Lead the Delay Attribution process and function within WMT, undertaking Level 4 responsibility within that process.
 - Ensure appropriate consultation with trade unions is undertaken in respect of matters affecting Delay Attribution Controllers and other collective bargaining roles within the department.
 - Develop a productive working relationship with external bodies (such as NR, RDG, ORR, WMRE, DfT and soon GBR), ensuring professional representation of the business.
 - Actively identify, lead and deliver continuous improvements to train safety performance, service reliability and customer satisfaction.
 - Ensure compliance with all safety responsibilities and comply with all commitments within the WMT safety Certificate.
 - Ensure compliance with National Rail Contract (or successor agreement) commitments.
 - Identify talent and develop a robust succession plan for the Performance team.
 - 3rd line (senior/Gold) On Call responsibility.
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5. Context

A: Operating Environment:

Work in a complex, dynamic and fast-changing environment where decisions made impact delivery of passenger services - as well as the Track Access Contract and National Rail Contract performance

measures with defined commercial implications for WMT. Drive strategic improvements through appropriate engagement with colleagues from frontline to Executive group and beyond.

B: Framework and Boundaries:

Operates within the West Midlands Trains, Abellio group and UK rail industry frameworks.

6. Relationships

A: Reporting lines

Reports to the Operations Director.

B: Other Contacts:

Work with Directors and Senior Managers within the business to drive improvements in train service delivery and performance management.

Outside the Company:

Work with colleagues in Network Rail to bring about a step-change in performance of train service. Work with sister TOCs to develop improvements in the way that on the day changes are made to the train service. Work with other bodies including RDG, ORR, WMRE, the Grand Rail Collaboration and other TOCs as appropriate, to help improve delivery of WMT's operations in support of the wider railway system.

7. Knowledge and Experience

- Highly credible leader with a proven track record of leading, managing and motivating others to deliver results. Willing to challenge poor performance.
 - Proactive individual with an ability to engage with others quickly to establish relationships.
 - Excellent communicator with strong negotiation and influencing skills.
 - Good, broad-based knowledge of railway operations
 - Good knowledge of WMT operations and geography
 - Knowledge of safety and quality standards.
 - Able to understand and absorb substantial amounts of information quickly and accurately and drive appropriate action to deliver realistic solutions.
 - Well-developed written and verbal communications skills.
 - Excellent people and team leadership skills gained in a senior management capacity.
 - Experience of working in an operational environment. Thrives in complex and demanding situations. Can demonstrate a high level of personal resilience.
 - Experience of deploying strategic priorities whilst maintaining performance delivery.
 - Experience of managing diverse teams through change, developing talent and coaching others.
 - Experience of managing a geographically dispersed team and able to work within virtual team environment.
 - Experience of managing complex budgets.
 - Developing a productive working relationship with internal functions.
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8. Job Challenge(s):

Ability to lead in a complex, fast-paced and challenging environment – including among industry change.
Ability to develop strategies for continuous improvement in all factors related to train service operation and performance – focused on WMT but with the clear intent and perspective to benefit the wider rail industry.
Ability to operate in a unionised environment.